

## Chapter 2

### HISTORICAL FOUNDATIONS OF MANAGEMENT

#### True-False

1. Progressive management practices of empowerment and self managed teams can be traced back to the 1920s where they were first introduced by Mary Parker Follett.  
T
2. The four approaches that provide a framework for management thought are: classical, human resource, quantitative and scientific.  
F
3. The focus of the classical approaches to management is on developing universal principles for use in various situations.  
T
4. The focus of the human resource approaches to management is on the human needs of the individual and the work group.  
T
5. The focus of the human resource approaches to management is on solving the human and social problems of the individual in the workplace.  
F
6. The focus of the management science approaches to management is on applying mathematical techniques for management problem solving.  
T
7. The focus of the modern approaches to management is on contingency and systems thinking in a complex environment.  
T
8. 12. The focus of the modern approaches to management is on developing universal principles for use in global situations.  
F
9. The three branches of the classical approach to management are scientific, quantitative and bureaucratic.  
F
10. A major assumption of the classical approach to management is that people are rational.  
T
11. The classical approaches assume that people are rational and Primarily driven by economic concerns.  
T
12. A major assumption of the classical approach to management is that people are driven by human concerns for other workers.  
F
13. Frederick Taylor is often called the "father of classical management".  
F
14. Scientific management seeks to develop a scientific approach to every job in which supervisors offer money as an incentive for increased job performance.  
T
15. Scientific management advocates that workers should be loose in performance in order to develop more efficient ways to perform the job.  
F

16. A practical lesson for today's managers from Taylor's scientific management includes carefully selecting workers who have the abilities to do the job.  
T
17. Taylor's first principle of motion study was later perfected by the Gilbreths when they conducted an experiment to reduce the motions of bricklayers.  
T
18. Motion study is the science of reducing a job or task to its basic physical motions.  
T
19. Motion studies conducted by the Gilbreths provided the foundation for job simplification and work standard techniques today.  
T
20. An important lesson from the scientific management approach was that people should be trained according to the requirements of the job and their ability.  
T
21. The scientific management approach, while useful during its time, does not provide any important lessons for management today.  
F
22. The administrative-principles approach attempts to record and understand experiences of successful managers.  
T
23. Henri Fayol identified five rules of management, which closely resemble the four management functions studied today.  
T
24. Henri Fayol did not believe that management principles could be taught, rather each manager must learn proper management techniques by themselves.  
F
25. Mary Parker Follett believed that making every employee an owner in the business would create feelings of collective responsibility.  
T
26. Max Weber believed that a purely bureaucratic organization is superior to any other form of organization.  
T
27. Disadvantages of a bureaucratic organization include red tape, employee apathy and flexibility.  
F
28. A major assumption of the human resource approaches to management is that people are social and self-actualizing.  
T
29. A bureaucracy is an organization that is very efficient and found on the principles of logic, and legitimate authority.  
T
30. A major assumption of the human resource approach to management is that people are complex and rational.  
F
31. The human resource approach to management assumes that the main goal of people at work is the desire for financial security.  
F
32. An important finding of the Hawthorne studies was the influence of the social concerns on worker productivity.  
T

33. The initial focus of the Hawthorne studies had a scientific management perspective, which later shifted toward social and human concerns in the workplace.  
T
34. The Hawthorne effect states that people who are singled out for special attention tend to perform in the way that they believe they are expected to perform.  
T
35. The field of organizational behavior is the study of individuals and groups in organizations.  
T
36. The deficit principle states that people that don't value money won't be motivated by it in the workplace.  
T
37. The progression principle states that a need becomes activated when the previous level need is satiated.  
T
38. Douglas McGregor believed managers should address the social and self-actualizing needs of employees.  
T
39. Theory X managers believe that their subordinates dislike work because they would rather be leaders than followers.  
F
40. Theory Y managers are more likely to delegate responsibility than Theory X managers.  
T
41. Chris Argyris believes that much of the conflict between workers and managers is due to a mismatch between worker's personalities and management practices.  
T
42. A major assumption of the quantitative approach to management is that applied mathematics can help solve management problems.  
T
43. The quantitative approaches to management use mathematical techniques to improve managerial decision making and problem solving.  
T
44. Operations research is a scientific application of mathematical techniques to management problems  
T
45. Quantitative analysis uses mathematical techniques to analyze and solve managerial problems.  
T
46. Quantitative analysis eliminates the need for psychological for sociological considerations in the science of management.  
F
47. The key foundation for the modern management approach includes the systems view of organization and contingency thinking.  
T
48. Systems thinking views the organization as a collection of interrelated parts that work together to achieve a common purpose.  
T
49. An open system is a system that continuously interacts with the internal and external environments.  
T

50. The organization's open system receives inputs from the external environment, and transforms resources into product outputs.  
T
51. Contingency thinking holds that organizational structures must be stable in the future as circumstances change.  
F
52. Globalization and competitive advantage are no longer a major concern to today's manager.  
F
53. Quality is defined as the ability to meet customer needs 100 percent of the time.  
T
54. Modern management thinking requires an understanding of quality and an appreciation of good customer services.  
T
55. Allowing flexibility while staying in control is one of the eight attributes of performance excellence.  
T
56. According to Theory Z, Japanese management is characterized by lifetime employment and broad career experiences.  
T
57. Theory Z is synonymous to Theory X and Theory Y.  
F

### Multiple Choice

- 1- The historical context of management thinking can be described in the following approaches to management EXCEPT
  - a. scientific
  - b. human resource
  - c. classical
  - d. modern
  - e. management science
 A
- 2- The framework for management thinking includes the:
  - classical approaches, human resource approaches, quantitative or management science approaches and the:
    - a. social approaches.
    - b. modern approaches.
    - c. administrative approaches.
    - d. system approaches.
    - e. contemporary approaches.
 B      72      GT      Fa
3. The four of the five major schools of management thought presented in the textbook are
  - a. scientific, classical, behavioral, administrative.
  - b. scientific, administrative, bureaucratic, systems.
  - c. classical, human resources, quantitative, modern.
  - d. classical, behavioral, systems, contingency.
  - e. classical, social, quantitative, contingency.

C

4. The management approach which focuses on developing universal principles for use in various management situations is
- classical.
  - behavioral.
  - quantitative.
  - modern.
  - systems.

A

5. The management approach which focuses on human needs, the work group, and the role of social factors in the workplace is
- classical.
  - systems.
  - modern.
  - quantitative.
  - human resource.

E

6. The management approach which focuses on the use of mathematical techniques for management problem-solving is
- classical.
  - human resource.
  - quantitative.
  - modern.
  - systems.

C

7. The management approach which focuses on the systems view of organizations and contingency thinking in a complex environment is
- systems.
  - quantitative.
  - modern.
  - behavioral.
  - classical.

C

8. The management approach which focuses on continuing emphasis on quality and performance excellence, global awareness and respect for learning and knowledge workers is
- systems
  - quantitative
  - modern
  - trends and directions
  - management science

D

9. The three branches of the classical approach to management are
- behavioralism, rationalism, and self-actualization.
  - scientific management, administrative principles, and bureaucratic organization.
  - authoritarian, permissive, and homeostatic.
  - economic, modern, and self-actualization.
  - open, closed, and entropic.

B

10. The assumption that people are rational and primarily interested in economic incentives from their work is the underlying assumption of which approach to management thought?
- a. classical
  - b. behavioral
  - c. quantitative
  - d. modern
  - e. economic
- A
11. Oxford Industries Inc. installed a new computer system to clock every worker's pace to a thousandth of a second and determined each worker's pay and bonus scale on the basis of his or her performance against the standard. This is an example of
- a. administrative-principles.
  - b. scientific-management
  - c. contingency theory.
  - d. self-actualization.
  - e. Fayol's principles of management.
- B
12. Which of the following is NOT one of the four principles of scientific management developed by Frederick Taylor?
- a. develop a science for every job.
  - b. train workers and provide incentives to follow rules.
  - c. provide management support for workers.
  - d. formulate groups to work in teams.
  - e. select workers based on their abilities.
- D
13. Frederick Taylor believed that worker productivity could be increased by
- a. the Hawthorne effect.
  - b. higher pay and shorter hours.
  - c. making a science of every job.
  - d. self-actualization.
  - e. rule-of-thumb methods and tradition.
- C
14. Practical lessons from "scientific management" include
- a. recognizing social needs.
  - b. selecting the right person to do the job.
  - c. providing a safe working environment.
  - d. praising the worker.
  - e. providing proper safety equipment.
- B
15. The lessons from "scientific management" include all of the following EXCEPT
- a. the role of compensation as a performance incentive.
  - b. design jobs with efficient work methods.
  - c. select people based on ability.
  - d. train people to perform jobs.

- e. use personality tests in employee selection.  
E
- 16. Who is known as "the father of scientific management?"
  - a. Frank Gilbreth
  - b. Frederick Taylor
  - c. Max Weber
  - d. Henri Fayol
  - e. Henry Mintzberg
 B
- 17. Motion studies were pioneered by
  - a. Frederick Herzberg.
  - b. Adam Smith.
  - c. Abraham Maslow.
  - d. Frank and Lillian Gilbreth.
  - e. Mary Parker Follett and James D. Mooney.
 D
- 18. Motion studies increase worker productivity by
  - a. making people move more quickly.
  - b. the Hawthorne effect.
  - c. eliminating wasted movement and substituting smoothing workflows.
  - d. using contingency theory to suit the worker to the task.
  - e. using self-actualization theory to suit the task to the worker.
 C
- 19. United Parcel Service makes use of calibrated productivity standards; timing package sorters, deliveries, and pickups to keep productivity at the highest level per employee. In developing worker productivity standards, UPS obviously makes use of
  - a. behavioral theories.
  - b. self-actualization.
  - c. systems theory.
  - d. motion studies.
  - e. administrative principles.
 D
- 20. Foresight, organization, command, coordination, and control identify the five "rules" of management stated by
  - a. Frederick Taylor.
  - b. Lyndall Urwick.
  - c. Mary Parker Follett.
  - d. Henri Fayol.
  - e. Henry Moore.
 D
- 21. According to Henri Fayol, the five rules of management are
  - a. foresight, organization, command, coordination, and control.
  - b. authority, responsibility, discipline, remuneration, and initiative.
  - c. centralization, stability, initiative, communication,

- and esprit de corps.
  - d. prediction, hypothesis, observation, experimentation, and verification.
  - e. standardization, centralization, negative entropy, communication, and homeostasis.
- A
22. The \_\_\_\_\_ principle, defined by Henri Fayol, states that there should be a clear and unbroken line of communication from top to bottom in the organization's hierarchy of authority.
- a. scalar chain
  - b. unity of command
  - c. unity of direction
  - d. communication control
  - e. Hawthorne
- A
23. The \_\_\_\_\_ principle, defined by Henri Fayol, states that each person should receive orders from only one boss.
- a. scalar chain
  - b. unity of command
  - c. unity of direction
  - d. management order
  - e. organization
- B
24. The \_\_\_\_\_ principle, defined by Henri Fayol, states that one person should be in charge of all activities having the same performance objective.
- a. scalar chain
  - b. unity of command
  - c. unity of direction
  - d. classical design
  - e. Hawthorne
- C
25. Mary Parker Follett believed that making every employee an owner in the business would create feelings of
- a. collective responsibility
  - b. stockholder ownership.
  - c. control.
  - d. individual achievement.
  - e. corporate sharing.
- A
26. Today's concerns for employee ownership and profit sharing were foreshadowed by the classical writings of
- a. Max Weber.
  - b. Mary Parker Follett.
  - c. Lyndall Urwick.
  - d. James D. Mooney.
  - e. Talcott Parsons.
- B
27. Which of the following persons described a "bureaucracy" as a rational and very efficient form of organization?



- a. Frederick Taylor
  - b. Frank Gilbreth
  - c. Henri Fayol
  - d. Max Weber
  - e. Mary Parker Follett
- D
28. Max Weber believed that a purely bureaucratic administration is
- a. superior to any other form.
  - b. rigid and apathetic.
  - c. too resistant to change.
  - d. a closed system.
  - e. homeostatic.
- A
29. Characteristics of Weber's bureaucracy include
- a. a clear cut division of labor.
  - b. dual authority structures.
  - c. minimal rules and procedures.
  - d. informal communication channels.
  - e. flexible job descriptions.
- A
30. Assume that an organization has a clear division of labor, the duties and responsibilities of its employees are explicitly defined, it has standard rules and procedures, it has a hierarchy of authority, and its members are selected for technical competence. This is an example of
- a. a closed system.
  - b. an open system.
  - c. a bureaucracy.
  - d. negative entropy.
  - e. scientific management.
- C
31. Which of the following is NOT a characteristic of bureaucratic organizations?
- a. There is a division of labor, with authority and responsibility clearly defined.
  - b. Organizational members are promoted based on their social status.
  - c. Positions are arranged in a hierarchy of authority.
  - d. Work duties and responsibilities are explicitly defined.
  - e. Many written rules and procedures are used to guide activities.
- B
32. Red tape, rigidity, resistance to change, and employee apathy are disadvantages of which type of organization?
- a. closed.
  - b. complex.
  - c. administrative
  - d. conservative
  - e. bureaucratic.
- E
33. Which of the following BEST states the focus of the

- human resource approaches to management?
- Finding the one best way to perform a job.
  - Defining the ideal organization structure.
  - Documenting and understanding managerial behavior through case study.
  - Recognizing the human factor in the workplace.
  - Determining exact rules of behavior for managers.
- D
34. A major assumption of the human resource approach to management is
- people are rational.
  - people will find the best way to do a job.
  - people are complex.
  - people do not respond to management principles.
  - people are social and self-actualizing.
- E
35. A manager is overheard to make the comment -- "Good human relations is the key to productivity." Which school of management thought would this person MOST likely be associated with?
- classical
  - human resource
  - quantitative
  - modern
  - humanistic
- B
36. Managers following the implications of the human resource approaches to management would MOST likely be concerned with improving their \_\_\_\_\_ skills.
- technical
  - human
  - conceptual
  - judgmental
  - intuitive
- B
37. Which of these statements about the Hawthorne studies is INCORRECT?
- The studies were started to identify the influence "social factors," had on productivity.
  - The studies were started to determine the effect different levels of lighting had on productivity.
  - In one study, workers' productivity increased as the \_\_\_\_\_ level of illumination at their work stations was decreased.
  - The "social setting" of the various experiments influenced results of the studies.
  - Elton Mayo from Harvard University led the research team.
- A
38. Conclusions from the Hawthorne relay-assembly test-room studies were that
- workers can not be productive at various levels of illumination.
  - workers are basically rational.
  - workers perform well when they share good social relations with one another and when supervision is participatory.

- d. workers are more productive when their pay scale is increased to match their effort.
  - e. workers are more productive when their work areas are well lighted.
- C
39. Which statement BEST describes the Hawthorne effect?
- a. productivity increases as pay increases
  - b. people given special attention often perform as expected
  - c. better working conditions will increase productivity
  - d. bureaucracies become inefficient over time
  - e. proper training in time and motions increases productivity
- B
40. One major conclusion of the Hawthorne studies is that
- a. workers should be carefully selected and trained for their jobs.
  - b. supervisors with good human relations skills will increase productivity through better employee morale.
  - c. high pay is the key to employee productivity.
  - d. better physical work conditions are the keys to productivity.
  - e. productivity depends on the interdependency of the organization and its environment.
- B
41. The Hawthorne studies shifted the attention of managers and scholars away from the aspects of work emphasized by the classical approach and toward
- a. a more scientific approach to management.
  - b. in-depth studies of actual case histories and individual experiences.
  - c. the use of computers to deal with more complex mathematical models.
  - d. the study of social and human concerns as keys to productivity.
  - e. a Theory X approach to management science.
- D
42. Maslow's work in the area of human needs is important to which school of management thought?
- a. Classical Approach
  - b. Scientific Management
  - c. Theory X
  - d. Human Relations
  - e. Contingency Theory
- D
43. A psychological or physiological deficiency that a person feels compelled to satisfy is known as a(n)
- a. desire.
  - b. need.
  - c. compulsion.
  - d. obsession.

- e. satisfaction deficit.
  - B
44. Maslow's hierarchy of needs theory includes
- a. food, shelter, sex, money, and prestige.
  - b. physiological, spiritual, social, and psychological fulfillment.
  - c. physical safety, financial security, and social status.
  - d. physiological, safety, social, esteem, and self-actualization.
  - e. respect, prestige, recognition, security, and power.
- D
45. According to the deficit principle,
- a. people have a variety of needs, or deficits, that they must satisfy at any given time.
  - b. each person has different needs.
  - c. people are not motivated by a satisfied need.
  - d. people are always in need of something.
  - e. no matter what their condition in life, all people are looking for basic security.
- C
46. According to the progression principle,
- a. the five human needs must all be satisfied before people can progress to self-actualization.
  - b. a need at any level only becomes activated when the next lower-level need has been satisfied.
  - c. the most basic human need is the need for self-actualization.
  - d. human needs are never truly fulfilled.
  - e. human needs progress from stronger needs to weaker needs.
- B
47. According to Maslow's theory, managers can increase productivity by
- a. eliminating wasted motion.
  - b. making a science of every job.
  - c. facilitating need satisfaction.
  - d. instituting a hierarchical chain of command.
  - e. listening to workers' complaints and acting on them.
- C
48. According to Douglas McGregor, managers should pay more attention to
- a. motion studies.
  - b. Theory X.
  - c. behavioral modification techniques.
  - d. quantitative analysis.
  - e. social and self-actualization needs.
- E
49. Theory X managers tend to see their subordinates as
- a. creative, responsible, and self-motivated.
  - b. motivated by greed.
  - c. irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead.
  - d. disliking work because they prefer to lead rather than to be led.
  - e. basically rational.

C

50. According to McGregor, Theory Y managers tend to see their subordinates as
- a. passive, dependent, and reluctant.
  - b. irresponsible, resistant to change, lacking in ambition, disliking work, and preferring to be led rather than to lead.
  - c. willing to work, willing to accept responsibility, capable of self-direction, capable of self-control, imaginative, ingenious, and creative.
  - d. disliking work because they prefer to lead rather than to be led.
  - e. potential managerial material.
- C
51. A manager who tends to be directive, and control-oriented is considered a(n)
- a. follower of Max Weber.
  - b. Theory X manager.
  - c. Theory Y manager.
  - d. administrative-principles manager.
  - e. quantitative analyst.
- B
52. According to McGregor, Theory X assumptions tend to foster on which subordinate behaviors?
- a. passive, dependent, and reluctant
  - b. creative, imaginative, and highly motivated
  - c. rebellious, slothful, and ignorant
  - d. independent and friendly
  - e. responsible and highly creative
- A
53. A manager who delegates work and procedures, and constantly tracks the progress of an employee would most likely be described by Douglas McGregor as a \_\_\_\_\_ manager.
- a. democratic
  - b. human relations
  - c. Theory X
  - d. Theory Y
  - e. Theory Z
- C
54. A manager who allows his or her subordinates to participate in decisions, delegates authority to them, and offers them greater job autonomy and job variety would be classified Douglas McGregor as a \_\_\_\_\_ manager.
- a. Theory X
  - b. Theory Y
  - c. democratic
  - d. human relations
  - e. Theory Z
- B
55. Which one of the following statements is INCORRECT?
- a. Frederick Taylor is known as the "father of scientific

- management."
- b. Max Weber introduced the concept of "bureaucracy."
  - c. Henri Fayol believed people could be taught the "rules" of good management.
  - d. Chris Argyris developed "Theory X" and "Theory Y."
  - e. Mary Parker Follett showed an understanding of groups and the importance of cooperation in the organization.
- D
56. Argyris believes that absenteeism, turnover, conflict, and misguided efforts occur in the workplace because of
- a. mismatch between the worker's mature personality and management practices.
  - b. task specialization.
  - c. Theory Y management.
  - d. lack of situational thinking.
  - e. poor communication between managers and employees.
- A
57. Chris Argyris would likely say that task specialization
- a. increases efficiency.
  - b. lowers wages.
  - c. increases productivity.
  - d. inhibits self-actualization.
  - e. fosters dependency.
- D
58. Chris Argyris would likely say that unity of direction in management (work planned and directed by one supervisor) would result in
- a. increases efficiency.
  - b. lowers worker anxiety.
  - c. fosters disloyalty.
  - d. increases loyalty.
  - e. psychological failure.
- E
59. Chris Argyris believes that managers can achieve better productivity by
- a. making a science of every job.
  - b. utilizing motion studies to eliminate wasted movement.
  - c. taking a quantitative approach to management.
  - d. treating employees as responsible adults.
  - e. limiting each supervisor's responsibility to five or six employees.
- D
60. Providing expanded job responsibilities, allowing more task variety and adjusting supervisory styles to allow more participation is a management technique suggested by
- a. Max Weber
  - b. Chris Argyris
  - c. Frederick Taylor
  - d. Elton Mayo
  - e. James Knight
- B

61. Which of the following approaches to management uses sophisticated mathematical techniques to analyze and solve problems?
- a. classical
  - b. behavioral.
  - c. quantitative
  - d. modern
  - e. none of these
- C
62. The focus of the quantitative approaches to management is
- a. Defining the one best way to perform a job.
  - b. Using mathematical techniques to improve decision-making and solve management problems.
  - c. Understanding managerial behavior through case study.
  - d. Identifying a common set of employee needs.
  - e. Determining exact rules of behavior for managers.
- B
63. The quantitative management approach includes which characteristic?
- a. focuses on decision making, with ultimate implications for management action.
  - b. workers are promoted based on skills.
  - c. Develops impartial rules for operations.
  - d. Senior managers are expected to maintain open policies.
  - e. Focuses on developing self-confident workers.
- A
64. The main assumption of the modern management approaches is
- a. decision making must be founded on economic criteria.
  - b. people are social and self-actualizing.
  - c. people are rational.
  - d. people are complex and variable.
  - e. Theory X management leads to conflict and unhappiness.
- D
65. Systems thinking views the organization as
- a. a clear division of labor; the duties and responsibilities of its employees are explicitly defined.
  - b. a system of standard rules and procedures and clearly defined hierarchy of authority, where members are selected for technical competence.
  - c. a collection of interrelated parts that function together to achieve a common purpose.
  - d. highly efficient in the utilization of resources.
  - e. a smaller component of a larger organization that operates to its benefit.
- C
66. A system is defined as open because
- a. it is permissive in observing the rules of management science.
  - b. its subsystems do not relate to one another.
  - c. it uses Theory X management assumptions.
  - d. it interacts in a continuous process with its environment.

- f. it treats its employees as responsible adults
  - d
67. Matching responses to the unique problems and opportunities posed by different situations is called
- a. quantitative analysis.
  - b. rationalism.
  - c. the theory of applicability.
  - d. contingency thinking.
  - e. self-actualization.
- D
68. The contingency approach to management basically recommends that any manager should
- a. follow the unity of command principle.
  - b. use computers to achieve quantitative solutions to problems.
  - c. structure the organization with bureaucratic characteristics.
  - d. understand the organization as a closed system.
  - e. try to match managerial responses with situational demands.
- E
69. A manager is overheard to say -- "The best way to manage is to make sure that your response is appropriate to the demands and characteristics of the situation at hand." This point of view is MOST closely associated with
- a. contingency thinking.
  - b. closed systems thinking.
  - c. human relations thinking.
  - d. scientific management
  - e. linear programming.
- A
70. According to contingency theories,
- a. the best management approach is based on Theory Y assumptions.
  - b. there is no one best management approach.
  - c. the best management approach employs formal mathematical models.
  - d. the best management approach takes all human factors into consideration.
  - e. the best management approach focuses on the economic realities of decision making.
- B
71. The systems and contingency viewpoints are common to which approach to management?
- a. classical
  - b. behavioral
  - c. quantitative
  - d. modern
  - e. neoclassical
- D
72. Dominant themes in today's business environment include
- a. deciding to be a Theory X or Theory Y manager.
  - b. figuring out an exact division of labor.
  - c. globalization and competitive advantage.



- d. developing new management theories.
  - e. sticking to the knitting.
- C
73. The ability to meet customer needs 100 percent of the time is defined as
- a. good management practice.
  - b. quality.
  - c. customer satisfaction.
  - d. contingency thinking.
  - e. competitive advantage.
- B
74. A term used to describe a comprehensive approach to continuous quality improvement for a total organization is
- a. collective decision making.
  - b. total quality management
  - c. lifetime employment
  - d. job security and improvement.
  - e. job rotation and job enrichment.
- B
75. The ideas of quality consultants such as W. Edwards Deming and Joseph M. Juran have been linked to
- a. total quality management.
  - b. the functions of management.
  - c. formal and informal communication channels.
  - d. company policy.
  - e. inter-dependent teams.
- A
76. Which of the following are attributes of Performance Excellence, the modern management theory/practice identified by Peters and Waterman?
- a. Knowing customer needs and valuing their satisfaction.
  - b. Respecting human resources as keys to quality and performance.
  - c. Having a clear sense of organizational purpose.
  - d. Focusing on activities the organization does well.
  - e. All of these.
- E
77. The term Theory Z is used to describe a management framework based on the Japanese model of:
- a. emphasis on career planning and development
  - b. emphasis on stockholders interest and financial gain
  - c. control of the internal environment
  - d. individual decision making
  - e. all are correct.
- A
78. The Japanese management practices of providing long term employment, slower promotions and more lateral and use of groups and employee involvement describe
- a. Theory X
  - b. Excellent companies
  - c. Quality employment

- d. Theory Z
- e. The international management theory.
- D

79. New managers who expect to survive in today's dynamic organizations must be committed to all of the following EXCEPT

- a. self-interests
- b. upgrading their skills.
- c. ability to make things happen.
- d. continuous improvement.
- e. understanding international dimensions.
- A

### **Essay**

- 1- Why is the study of historical management theory important for a manager in today's business environment? Is there any value at all in studying the evolution of management thought?
- 2-What can be learned from classical management thinking?
- 3-What did the human resource approaches contribute?
- 4-Assume you are a manager working in one of today's Fortune 500 Companies. Discuss how you would motivate your workers using the classical approach to management. How would you motivate them using the human resources approach to management?
- 5-Discuss how you can use two of the management science applications to reduce customer complaints of waiting in long lines in the grocery stores.
- 6-Why are the systems view and contingency thinking still useful?
- 7-What are the trends and directions for management as it enters the 21<sup>st</sup> century?